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INFORMATION Management Conference

Raising the Bar…Seeking Innovative Solutions for Tomorrow's Challenges

Deploying Technology

Implementation of Technology and the Acceptance of Change

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Scope of the Presentation

- Overview
- What are the Requirements?
- Critical First Steps
- *"Alice in Wonderland"* Lesson
- Technology as a Means, NOT an End
- What Scale of Project is Appropriate for Your Organization
- Who Are you Serving?
- Who is in Charge of What
- Functional Needs Analysis
- Remain Focused on the Objectives
- Training, Training, Training
- Questions

Overview

- Perspective of this Presentation
- Who makes the rules?
- Who is Your Organizational Champion?
- Benefits of Doing SOMETHING
- Part of the Solution, Not the Problem
- Performing a Needs Assessment
- Be Realistic
- Who Knows Better?
- Know Your Audience
- Provide Feedback
- Train, Train, TRAIN
- Marketing the Product and Process

What this Presentation

Is intended to do:

- Share some Lessons Learned
- Get people thinking
- Get people talking
- Describe the differences between IT and RM thinking about deploying technology
- Identify potential problem areas
- Discuss how to avoid them
- Assist in determining how to scope a project

Is NOT intended to do:

- Provide definitive answers
- Give you one way to do things
- Tell you what application to select
- Tell you it's okay to do nothing
- Identify THE solution for your organization

What are the Requirements?

- This presentation is from the Records and Information Management perspective, not the Information Technology perspective
- Keep in mind that technology is designed to assist in achieving objectives and meeting requirements
- The requirements for retention and management of information come from 36CFR and the DOE Administrative Schedules
- Information MUST remain accessible throughout its entire lifecycle, which in some cases is Permanent *(36CFR 1234.32c)*
- Any technology deployed must be designed to allow for satisfying these requirements *(36CFR 1234.26b)*

Critical First Steps

- Identify the Champion
  - Have them announce the goals and objectives of the system
- Don't over sell the capabilities of the system
  - Know it's limitations
- Look for opportunities to improve effectiveness
  - Don't try to automate a bad existing practice
- Don't worry about developing a trendy name
  - Make sure any possible acronym isn't embarrassing
- Identify Team Members
  - Include RM, IT, Legal, Users
- Be clear about the goals
  - Process improvement first; cost savings later
  - Compliance and continuity of operations
  - Consistent manner of managing information assets

"Alice in Wonderland" Lesson

- The classic conversation between the Cheshire Cat and Alice:

"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where…" said Alice.

"Then it doesn't matter which way you go," said the Cat.

- Lewis Carroll, Alice in Wonderland

- The same is true when it comes to choosing a path forward for deploying technology
- You can't chart your course if you don't know where you are, or where you're going

Technology as a Means, NOT an End

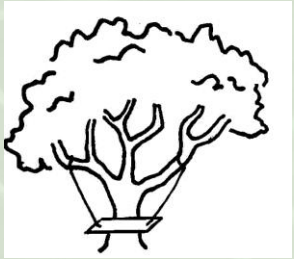
- Number One mistake- Selecting a product prior to performing a needs assessment
- Clearly understand what you are trying to accomplish by deploying technology
- Nothing does it all for you, but some products meet most of your desired outcomes
- What are your must have features
- Designed to assist in achieving your goals, but you still need to do most of the heavy lifting
- Consider scalability of any products being considered
- Success is not “Auto*Magic*”

What Scale of Project is Appropriate for Your Organization

- Identify your Stakeholders
- Determine assets you will include in the system
  - Assess the current volume and projected growth
- Can you realistically accomplish this with available funding and within schedule?
- Should you consider a pilot project?
  - Who has the immediate need and greatest chance of success
- Don't tie the project success to one part of an organization

Who Are You Serving?

- Ensure you know who the system is being designed to serve
  - Institution/Organization/Department
  - Is there a clear Information Architecture?



- Who is your Client?
  - What is the ultimate goal of the system being designed?
  - Will it need to interface with other existing systems?
  - What about other systems being designed independently?
- Are the requirements of any part of organization different than others?
  - Will the work done be useful elsewhere?

Who is in Charge of What

- Clearly identify all roles of project participants
  - Ensure everyone knows what they are responsible for
  - Do they have the required support and time available to meet their objectives
- If participants are in other parts of the organization, ensure their management committed to meeting the objectives
- Are there procurement concerns
- What is the vendors role
- Are outside consultants required
- Schedule regular meetings

Identify and Engage ALL Stakeholders

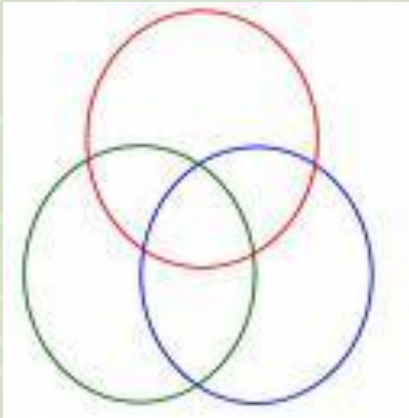
- Has the planned deployment been marketed well to organization?
- Is everyone on board?
  - Identify any potential detractors
    - Determine their objections
    - Either disprove them, or engage them in early adoption
- Is ANY portion of organization legitimately excluded from involvement
- Avoid any surprises

Resistance to Change

- Change is inevitable
  - Deflect the resistance from yourself
  - Direct staff to policy statements from management
- It's not just change for the sake of change
  - Identify benefits to the user population
- Doing more with less
  - Improvements to efficiency, effective management of assets
  - Will ultimately reduce costs
- Designed to help meet requirements
  - Changing regulations require new methods

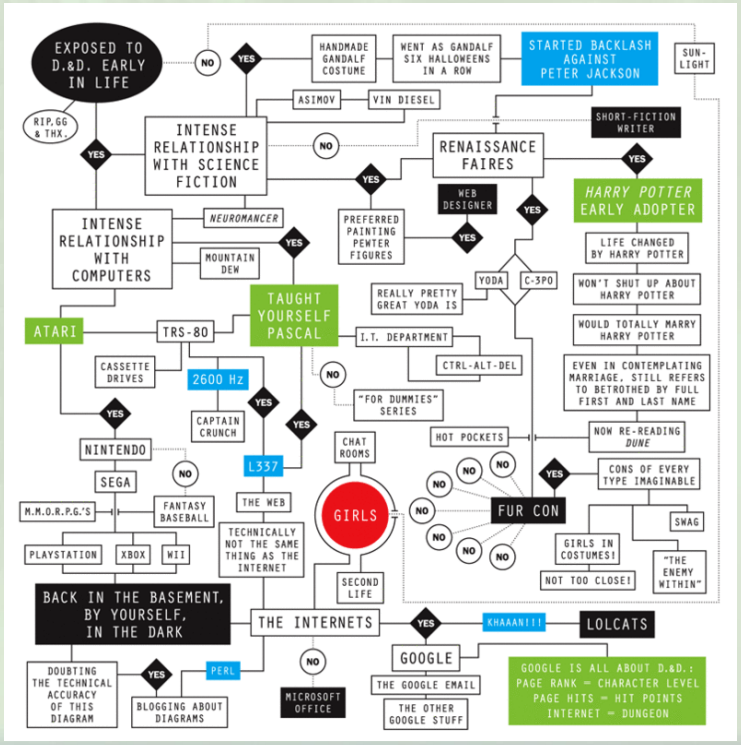
Identify/Engage Present Users

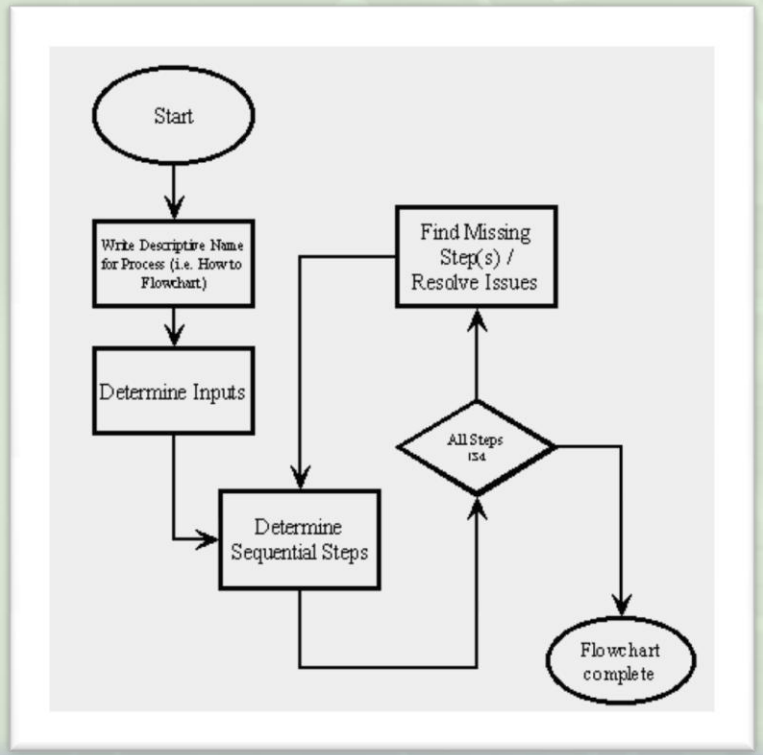
- Who does what you're trying to improve now, and how
  - Are the practices and processes well documented?
  - Review all procedure manuals, flowcharts, forms
- Is the baseline your minimum acceptable design?
  - Determine any duplicate processes
  - Identify things that are done for "historical sake only"
- Ask for guidance from user population
  - What would improve your ability to use information
  - What doesn't work well for you now
  - Look for common trends



Simple is Better

- Test run existing process for accuracy
  - Documentation isn't always kept current
  - Have end-users/stakeholders verify need for functions

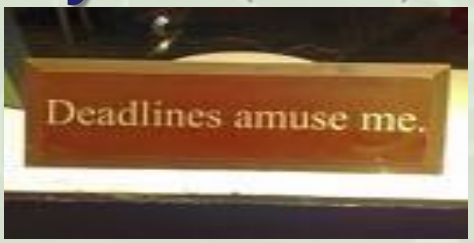




Functional Needs Analysis

- Understand the ENTIRE scope
  - The MOST CRITICAL component
  - Identify aspects of the organization involved
  - Interview key stakeholders
  - Ensure system can meet their needs
  - Determine any special interfaces required
- Understand all content types and volumes
  - Find out how it is generated and where it comes from
  - Find out how it is used and who uses it
  - Evaluate data to determine if any normalization is required
- Keep your “Eyes on the Prize”
  - It’s an institutional/organizational system, don’t limit your focus on the needs of one client

Functional Needs Analysis (cont'd)



- Identify any "one-offs"
  - Critical for these to be included, or can they managed in legacy systems or orphaned?
- What are the project deadlines
  - Are they operationally critical and realistic?
  - What are the consequences of NOT meeting them?
- Is the funding guaranteed through completion
  - Assess risks of budget cycles, reallocation of funds
  - Will support staff remain consistent to meet objectives
- Identify skill level of the planned users
  - What level of training will be required
  - Who performs training and support after deployment

Evaluating Applications

- Someone else's solution may not be yours
  - Don't fall into selecting a system because it works elsewhere
- Determine the MUST HAVE features
  - Ensure the product performs them natively, wherever possible
  - Confirm the functionality is built into application
  - Don't confuse with "nice to have"
- Understand the impact of adding modules
  - Integration, license costs, conflicts with primary system functions
  - Avoid 'third party' or "trusted partner" bolt-on components
- Determine availability of vendor staff for implementation
  - Cost, schedule, clearances for access, prior experience

Remain Focused on the Objectives

- Avoid scope creep!!
  - Ensure goals and objectives are clearly stated
  - “Need to have” versus “Nice to have”
- If additional scope issues arise:
  - Identify potential costs
  - Determine impact to schedule
  - Require written justification and approval prior to including
- Report progress regularly
  - Identify items impacting schedule early on
  - Determine ability to meet objectives
  - Add staff if required to avoid schedule slippage

Training, Training, Training !

- Assess training needs prior to project completion
  - Determine who provides training (in-house or consultant)
  - Develop materials and have them reviewed
  - Hold test training session with knowledgeable users
- Training for “power users”
  - May need to develop individually

- Determine delivery methods
  - Online, in person, individual
  - Consider “Train the Trainer” process
  - Identify any special needs (color blindness, visual impairments)
- Follow-up to determine effectiveness
  - Anonymous evaluations
  - Random surveys of users

Questions?